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IMPROVEMENT OF STRATEGIC POTENTIAL MANAGEMENT SYSTEM OF THE NATIONAL TRANSPORT AND LOGISTICS SYSTEMS

Abstract: The paper defines that availability of well-developed transport and logistics infrastructure is one of the decisive dominants of transport and logistics system functioning at regional, national and international

levels, which secures efficient supply, scientific-productive and social communications between economic entities. The features of management of national transport and logistics systems development programs are examined, namely maintenance and state support of competitiveness of the companies in the industry at international level; functioning of Ukrainian network in the system of international transport corridors according to generally adopted standards; European and Asian integration with Ukrainian transport systems; introduction of new principles of transportation organization and customs clearance of goods at Ukrainian state borders; securing of gradual transition to modern transport and customs standards in the sphere of transit traffic; promotion of transport infrastructure development; harmonization of legislative framework of transit traffic of goods. Based on the study of foreign experience as well as current and project documents and international commitments of Ukraine in the sphere of sustainable development, the major directions of public policy implementation in transport-logistics industry are systematized, including: directions of innovative development of transport and logistics technologies based on energy saving and environmental friendliness; development of efficient economic systems based on logistics and marketing principles; development of strategic planning; improvement of regulatory policy. The paper proves that transition of national transport-logistics systems to sustainable development model is the priority direction of strategic development and also the basic condition of realization of Ukraine's EU integration aspirations. Conceptual foundations of sustainable development of transport systems are defined and economic, social and ecological principles of their functioning are systematized.
Keywords: transport-logistics system, capacity, logistics, transport-logistics activity, national economy.
JEL classification: L90, N70

Introduction

In the current conditions of development of the national economy accompanied by structural, economic and social shifts, there is a need not only to restore the losses caused by the destructive impact of the crisis phenomena of the national transport potential, as well as technical modernization and structural reorganization of the entire transport system on the basis of logistics This is in line with the current and future needs of the economy and society and will ensure its effective integration into the international their logistics systems.

The transport system is crucial for the formation and development of the national economy, especially in times of economic downturn thanks to increased mobility and business activity of entrepreneurs and the population, job creation, stimulation of business activity and development of international relations.

The article aims to improve the system of managing the strategic potential of national transport and logistics systems in current conditions.

Main body. According to Britchenko and Chernyavskaya "the history of many countries has many examples when transport rectified a devastated economy and ensured the purposeful and intensive development of its core industries. The US has overcome the crisis of the Great Depression by building automotive plants. Thanks to the development of transport, based on new technologies and construction of highways, Germany and Japan were restored after the Second World War. Ukraine has every reason to rely on a unique geographical location and available transport potential to receive all the benefits, including a relatively significant marginal revenue from transit and export of services" (Britchenko, 2017).

According to Alkema, "our country is located at the crossroads of international trade routes, which gives a real opportunity to use the existing one and develop transport potential and to gain significant opportunities for the integration of the country into the European and world economic space. Ukraine has a rather extensive transport system, but its transport potential is not used properly, which leads to stagnation of the transport system, economic intervention of foreign companies, monopolization of certain segments of the national transport market and the expulsion of the state from international supply chains" (Alkema, 2012).

The National Transport Strategy of Ukraine until 2030, approved by the Cabinet of Ministers of Ukraine in 2018, states that today Ukraine has significant transport and logistical potential: "Yes, there are 13 seaports in the Black Sea and Azov basins and the Danube Delta, whose total cargo handling capacity is more than 230 million tons per year. The territory of Ukraine extends to 2714.5 kilometres of inland waterways belonging to

the category of navigation. There is a developed network of ferry services, shipping container lines connecting Ukraine with partner countries in the Black Sea region. The national public highway network is 169,652 kilometres.

The operational railway network of Ukraine is one of the largest in Europe and reaches about 20 951.8 kilometres, of which 9 926.4 kilometres (47.4 per cent) are electrified. Ukraine plays the role of a transit bridge linking Europe and Asia. A differentiated network of direct and transit aviation connections is available. Aviation transit through Ukraine is mainly provided by the hub Boryspil airport. A number of international transport corridors pass through the territory of Ukraine: Pan-European transport corridors # 3, 5, 7, 9; corridors of the Organization for the Cooperation of the Railways (GCC) # 3, 4, 5, 7, 8, 10; Trans-European Transport Network (TEN-T), Europe - Caucasus - Asia (TRACECA) corridor » (Cabinet of ministers of Ukraine, 2018).

However, at present, not all potential components meet the needs of building an efficient and competitive economy, although some steps are already being made. This is evidenced by the status and dynamics of Ukraine's position in the international logistics rating, which is formed by the World Bank every two years. Table 1 summarizes the country's position in the Logistics Performance Rating for the period 2010-2018 by major indexes.

As the table shows, according to the results of 2017-2018, our country ranked 66th, having risen by 14 positions compared to the previous period. Among the countries of the former Soviet Union, Ukraine ranked 3rd after Estonia (36th) and Lithuania (54th). The highest performance is achieved through the improvement of the cargo tracking system and timely delivery. However, the weaknesses such as infrastructure, customs and customs procedures, logistical competences remain.

It is quite obvious that building an efficient national transport and logistics potential and its rational use in the current changing conditions requires a comprehensive systematic approach and creation of an effective strategic management system that takes into account its existing and potential technical, organizational, resource and functional properties.

Table 1. **The position of Ukraine in the international logistics rating**

Overall and partial rating indicators	2018	2016	2014	2012	2010
Rating	66	80	61	66	102
Logistics factor	2,83	2,74	2,98	2,85	2,57
Customs	2,49	2,3	2,69	2,41	2,02
Infrastructure	2,22	2,49	2,65	2,69	2,44
International transportation	2,83	2,59	2,95	2,72	2,79
Logistics competences	2,84	2,55	2,84	2,85	2,59
Cargo Tracking	3,11	2,96	3,2	3,15	2,49
Delivery on time	3,42	3,51	3,51	3,31	3,06

Source: (World Bank. Country assessment: Ukraine 2016 [online] [viewed 1 October 2019]. Available from: https://lpi.worldbank.org /international/scorecard/radar/254/C/UKR/2016/C/UKR/2014/C/UKR/2012/C/UKR/2010/C/UKR/2007?sort=asc&order=Infrastructure#datatable)

According to Chernyuk "the level of transport potential formation and its scale, coherence of components determine the efficiency of the transport system, which is relatively independent, actively interacting with the environment and integrating into the process of providing transport services and resource reproduction. The integrating and integral function in the processes of the transport system is fulfilled by its potential as a set of available resources and capabilities» (Chernyu, 2011).

The economic essence of the transport and logistics potential of the national economy and the conditions for its practical realization are the subject of research for a wide range of domestic scientists. However, at present, there is no single approach to generating the definition of national transport and logistics potential, which have structural and functional characteristics.

According to the classic definition of the word "potential", it means capabilities, sources, and abilities of an object or system that can be used for any purpose. The essence of the potential is revealed through such levels of this concept that is described by scientists Tarasyuk and Yarmolyuk:

"- a potential determines the past in terms of reflecting the totality of properties accumulated by a person and determine his ability to any activity (potential takes on the value of" reserve");

- a potential reflects the present from practical application and use of available capabilities (potential reflects the "resource");

- potential is oriented towards the development in the future (potential defines "opportunities") (Tarasyuk, 2014).

The structure of the transport and logistics potential is determined primarily by the elements of the transport and logistics system and the conditions for its effective functioning. According to Yatsyuta, "the structure of the transport and logistics system of Ukraine should consist of a set of interconnected elements of interaction at the regional and local levels. The main elements of the system are the objects of transport infrastructure, regional distribution centers (terminal complexes, logistics transport and distribution centers), logistics intermediaries (freight forwarders, owners of terminals, warehouses and customs warehouses, agents) and supply subsystems (information, financial, regulatory, scientific, technical and human resources ones)» (Yatsiuta, 2016).

In turn, Kornietsky emphasizes that "a single transport system should be understood as a functionally agreed set of different modes of transport, combined by the joint performance of freight and passenger transportation in order to minimize the time, labour, material and financial costs involved in their implementation. The institutional basis for the formation of a single transport system is a single legal framework, and regional transport and logistics systems (as management systems), which ensure the unification of technologies and modern technical equipment of joints of different modes of transport" (Kornietskiy, 2015).

According to Ustenko and Ivashkevich, the main strategic directions of development of the transport and logistics industry in Ukraine are the following:

"- updating of material and technical base of transport;

- increased informatization;

- quality improvement of transport and logistics infrastructure of Ukraine;

- expansion of the internal market of transport and logistics services;
- improving the efficiency of transportation;
- development of transport, logistics and customs infrastructure;
- improvement of customs tariff and investment policy;
- coordinated interaction of all participants in the supply chain;
- development and implementation of joint interstate programs for the development of transport and logistics systems" (Ustenko, 2017).

Taking into account the peculiarities of transport and logistics activities as a support sector for the development of the national economy, its branched structure and specific tasks in the processes of ensuring economic security and achieving the strategic goals of building an efficient economic system, we propose a model for managing the strategic potential of the national transport and logistics system. The suggested model consists of five interrelated and mutually agreed management levels (Fig. 1).

The use of the model proposed by the authors will contribute to the integrated and balanced development of the strategic potential of the national transport and logistics system following the defined vector. It will allow allocating tasks, delegate functions and responsibilities for the implementation of individual projects and programs, to efficiently allocate limited financial resources.

The problems of developing the transit potential of Ukraine, which has significantly decreased in the face of military aggression and changing geopolitical conditions, also need special attention. In this context, at the highest state level, it is necessary to develop a transit strategy and to introduce several program documents aimed at attracting transit freight flows, in particular:

- a strategy for the development of transit through the territory of Ukraine until 2030, which provides for simplification of rules and procedures for the carriage of goods through the customs territory of Ukraine by implementing the rules of transit transportation operating in the EU;

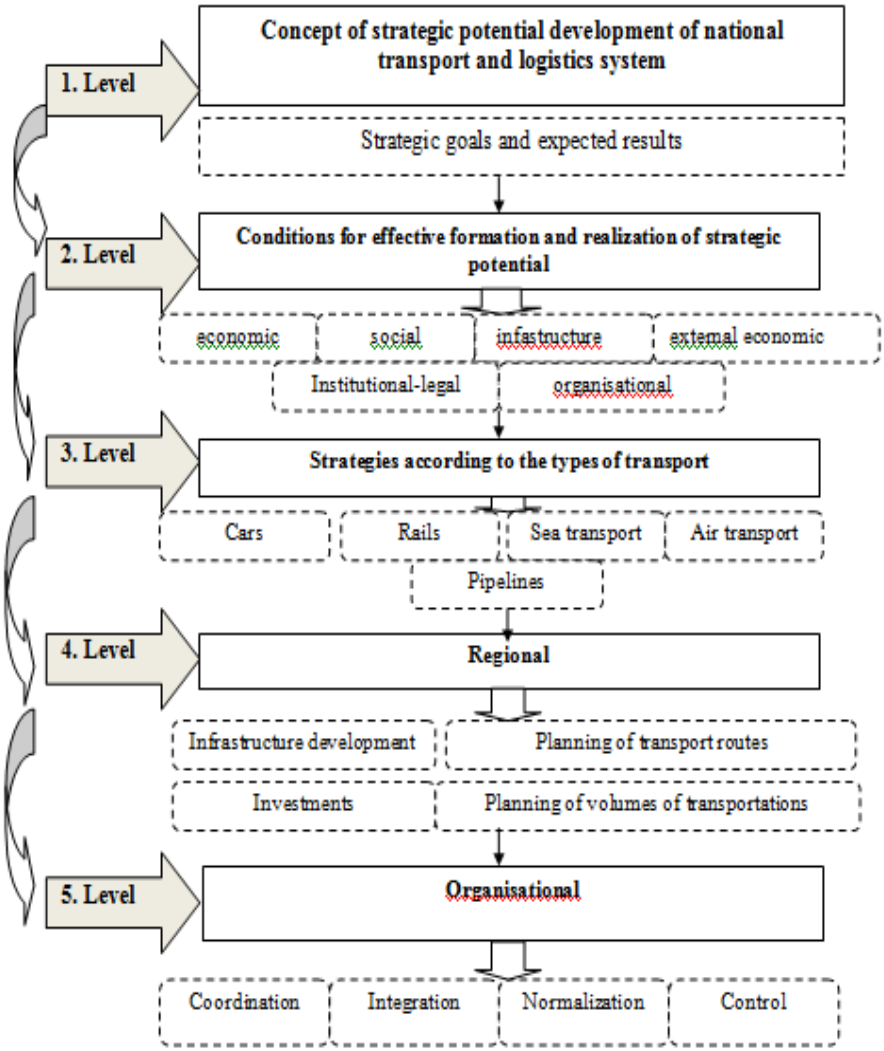

Figure. 1. **Conceptual model of strategic potential management of national transport and logistics system**
Source: Compiled by the authors.

- customs procedures optimization programs, which aim at reducing customs barriers and reducing the number of documents required when crossing the EU border;

- national targeted program for reforming the national transport network, in which territorial planning and development of transport and lo-

gistics infrastructure should be envisaged in accordance with the forecast tendencies of development of perspective transit freight flows (in particular taking into account the prospects of development of the Great Silk Road, integration of domestic routes in Euro-Asian countries) 'European TEN-T transport networks;

- The state program of development of intermodal and multimodal transportations, which will allow integrating the subjects of transit transportation through the territory of Ukraine;

- The concept of development of public-private partnership in the transport sector, which defines the mechanisms of involvement of private sector representatives in the design, construction, financing and maintenance of transport infrastructure facilities, outsourcing of individual logistics services. In addition, the mechanisms for budgetary financing of joint projects, the criteria for the selection of projects and private sector representatives for participation in joint programs remain uncertain;

- The strategy of involvement of international organizations, partner countries and external investors in solving problems of development of transit potential and transport and logistics infrastructure of Ukraine.

Conclusion

Building an effective national transport and logistics potential and its rational use in today's changing environment requires a comprehensive systematic approach and the creation of an effective strategic management system that takes into account its existing and potential technical, organizational, resource and functional properties.

The conceptual model of CLS strategic potential management is substantiated, which includes five interrelated levels: conceptual, level of conditions, sectoral, regional and organizational. The use of the proposed model will contribute to the integrated and balanced development of the strategic potential of the national transport and logistics system following the defined vector. It will allow allocating tasks, delegate functions and responsibilities for the implementation of individual projects and programs and to efficiently allocate limited financial resources.

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